



COMMANDING GENERAL'S GUIDANCE



I am deeply honored to serve in the 3d Marine Division as your Commanding General. Since forming in the early days of World War II, Marines and Sailors of the "Fighting Third" have forged a lineage and record of honors that are truly legendary. As members of the Division today, we must uphold the ethos and values of our Corps as we meet challenges that span the range of military operations.

We will continue to be employed in an increasingly distributed manner to accomplish assigned missions. Our success has, and will continue to depend on "Trust-Tactics". It is the responsibility of each of us to earn this trust. This is accomplished by being technically and tactically proficient, possessing good judgment, demonstrating initiative, and being guided by well understood and disseminated commander's intent. Our success today and in the future security environment depends on this.

We must all understand that we are part of a team and that "the strength of the wolf is the pack". When we operate effectively as a unit - we can accomplish virtually any task. To do this, we must treat each other with dignity and respect. This includes ALL with whom we serve. Hazing or any form of maltreatment will not be tolerated.

We must also build on our relationship with our Host Nation to ensure we are good neighbors who treat everyone with dignity and respect. Always remember that we are ambassadors and our every action must contribute to our strong alliance.

We must personify the Commandant's admonishment to; "respond to today's crisis, with today's force, today". Our expeditionary mindset will drive our training and preparation. This includes personal and family readiness as well as operational readiness.

Engaged leadership, whether forward deployed or in garrison, is essential to establishing a healthy command climate. Leaders at all levels will be personally invested in training their units and accurately accounting for all personnel and gear. Training will be guided by mission essential tasks and individual training requirements that will be evaluated and feedback provided. Accountability of personnel is a fundamental responsibility that must be second nature. Accountability of gear has taken on a level of importance not seen in years as we enter an era of significant fiscal constraints.

Force preservation. Whether in combat, garrison or on liberty, we must have our head on a swivel to guard against hazards to our fellow Marines and Sailors - and then take action to mitigate the risk. Whatever the clime or place; we take care of each other.

These are challenging times that will require Marines and Sailors of the Division to be at our best. Take pride in all you do, be a positive force and ensure your actions are guided by our Core Values of Honor, Courage and Commitment. These are more than words on a bumper sticker, it is who we are. If you live by these values, you and your team will be successful.

F.M. PADILLA
Brigadier General, U.S. Marine Corps
Commanding General